

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

02/15/2018

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name: Center For Family Services, Inc.

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

Not responsive as per agreement with requester

\* c. Organizational DUNS:

0122785370000

d. Address:

\* Street1:

584 Benson Street

Street2:

\* City:

Camden

County/Parish:

Camden

\* State:

NJ: New Jersey

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

08103-1324

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

\* First Name:

Richard

Middle Name:

\* Last Name:

Stagliano

Suffix:

Title:

President/CEO

Organizational Affiliation:

\* Telephone Number:

856-964-1990

Fax Number:

856-964-1992

\* Email:

rstagliano@centerffs.org

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Environmental Protection Agency

### 11. Catalog of Federal Domestic Assistance Number:

66.306

CFDA Title:

Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program

### \* 12. Funding Opportunity Number:

EPA-OP-OEJ-18-01

\* Title:

Environmental Justice Collaborative Problem-Solving (EJCPS) Cooperative Agreement

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Community Engagement Partnership to Reduce Illegal Dumping in Camden

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="120,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="120,000.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:

## **1.0 Program Objectives**

### **a. Project Summary**

Project Title: Community Engagement Partnership to Reduce Illegal Dumping in Camden

Project Location: Camden, NJ 08103; Neighborhoods: Cooper Lanning, Bergen Square, Centerville, Liberty Park, Center City, Downtown Camden, Central Business District

Rural Area: No

New EJCPS Recipient (if awarded): Yes

Applicant Information: Merilee Rutolo, Chief Operating Officer, 584 Benson Street, Camden, NJ, 08103; Phone: (856) 964-1990 x 364; Email: [mrutolo@centerffs.org](mailto:mrutolo@centerffs.org)

Brief Description of Applicant Organization: Center For Family Services is a nonprofit human services agency with over 97 years of experience serving youth and families in southern New Jersey. Our mission is to support and empower individuals, families, and communities to achieve a better life through vision, hope, and strength. Our continuum of care spans eight areas of focus: Community Connections, Counseling & Behavioral Health, Early Childhood Education, Family Support & Prevention, Safe & Supportive Housing, Substance Abuse Services, Victim & Trauma Services, and Workforce Development, which includes an environmental component. This continuum is collectively represented by more than 70 programs.

Project Period Dates: September 1, 2018 – September 1, 2020

Environmental Statute(s): Solid Waste Disposal Act, Section 8001(a)

Project Type(s): Demonstration, Training, Public Education

List of Project Partners: Camden County Municipal Utilities Authority (Utility); Camden County Police Department (Law Enforcement); Camden Lutheran Housing (Nonprofit Community Based Organization); City of Camden (Local Government); Cooper's Ferry Partnership/Camden Collaborative Initiative (Nonprofit Economic Development Corporation)

Project Abstract: The project is being submitted under the Solid Waste Disposal Act, Section 8001(a) statute. CFS' PowerCorps Camden will work directly with the Camden Collaborative Initiative to plan and execute a demonstration project creating community engagement and utilization of Camden Reports, an active portal empowering the community to report illegal dumping, to alert the appropriate authorities regarding clean up and activating the PowerCorps Camden members to clean up waste and debris. This approach is aligned with the EPA's Strategic Plan 2018-2022 activity of increasing transparency, public participation and collaboration with communities through a demonstration project. Activities include community events focused on illegal dumping education, school presentations to engage youth through fun projects, partner meetings, training for PowerCorps members, and distribution of flyers and brochures, and the production of a marketing and advocacy campaign including PSAs and video. Intended outputs and outcomes of the project include, but are not limited to increased education of community residents, increased utilization of Camden Reports, tonnage of illegal dumping waste removed by PowerCorps members, number of PowerCorps Camden members trained, number of students engaged, number of community events, and others to be discussed within this proposal.

Will you need to develop a QAPP for your project? No

**b. Environmental and Public Health information of the Underserved Community**

This proposal seeks to address the environmental issue of illegal dumping through a demonstration project inclusive of education, training and community engagement focused on the low-income population of the City of Camden, New Jersey. The project's primary intended environmental and public health result is to reduce harmful illegal dumping in Camden through a strategic community engagement, education and empowerment to increase utilization of Camden Reports, a web based application developed by the partners of the Camden Collaborative Initiative (CCI) as a tool developed to provide residents and visitors of Camden City with an opportunity to anonymously report environmental injustices such as illegal dumping and combined sewer flooding.

One of the poorest cities in the nation, Camden City is located in southwestern New Jersey in Camden County directly across the Delaware River from Philadelphia. Joblessness, poverty, family instability, and crime have become an indelible part of life in Camden, no doubt contributing to the city's steady population decline since the 2000 census. The target area for this project includes the nine square miles of Camden City. Results of a comprehensive needs assessment and segmentation analysis showed that Camden residents live with the ramifications of neighborhood blight. In addition to reporting needs for neighborhood clean ups, rehabilitation of abandoned city-owned buildings, and spray paint and graffiti removal, residents also cite needs related to better food options, transportation, and economic development (e.g., job training, entrepreneurial training).

Water quality and storm water management are complex issues in the impoverished City of Camden. Camden's Cooper River, which empties into the Delaware, is highly impacted by water pollution from municipalities, roadway runoff, storm sewers, industry, pesticides, and landfills, according to CCMUA. Illegal dumping occurs across Camden, resulting in vacant, trash-filled lots and polluted water. Localized flooding, costly infrastructure upgrades, and insufficient capacity all affect stormwater management, impacting the City's environmental quality, quality of life, and development potential. Camden is one of 24 communities in New Jersey with combined sewer systems carrying sanitary sewage at all times, and stormwater runoff during rainfall events. When system capacity is exceeded, wastewater flows are discharged into nearby waterways, surging through manhole covers into streets and open spaces and backing up into homes and businesses. Due to a capital investment deficit, Camden lacks the resources to assess, maintain, and upgrade its aging infrastructure. Devoid of a traditional Parks Department, maintenance of green infrastructure is left to community groups, nonprofits, or county parks department. For example, in 2011, public and private organizations banded together as Camden SMART (Storm water Management and Resource Training) to tackle the severe stormwater management issues and develop green infrastructure to mitigate flooding. Since 2015, the city has also looked to PowerCorps Camden as one of its strongest partners to increase the City's capacity to maintain vital green infrastructure. Similar in design to the 21st Century Service Corps, and modeled after PowerCorps PHL, PowerCorps members work to protect, restore, and enhance Camden's public parks and green infrastructure projects, and convey stormwater away from houses, businesses, roads, and parks to the Delaware River.

Camden residents and visitors will benefit from this project's intended local results by being educated about illegal dumping, ways to participate in reporting and addressing blight through Camden Reports, engage with partner organizations and build reciprocal trust in addressing illegal dumping, and ultimate improvement of the health and safety of the community.

**c. Organization's Historical and Sustained Connection to Underserved Community**

Center For Family Services is a nonprofit human services agency with over 97 years of experience serving youth and families. Its vision is for all people to lead capable, responsible, fulfilled lives in strong families and healthy communities. Its mission is to support and empower individuals, families, and communities to achieve a better life through vision, hope, and strength. CFS presence has grown throughout the southern New Jersey region since 1920. CFS administers more than 70 programs focused on community outreach, school based and after school programs, substance abuse and intensive home based treatment programs, individual and family counseling, case management, foster care, and emergency shelters and residential facilities for at-risk youth. As a multi-service non-profit organization, CFS has strong administrative and organizational capacity, including human resources, finance, development and public relations, and IT departments that manage, sustain, and build large agency initiatives. CFS currently administers over \$50 million in both public and private grants.

For the past three years, Center For Family Services (CFS) has leveraged our strong program model, experienced staff, management structure, and key partnerships to implement the PowerCorps program. In 2015, CFS launched PowerCorps Camden, in collaboration with the City of Camden, State of New Jersey, and local partners for the Governor and Mayor Initiative, with the CCMUA, American Water, and Camden City Department of Public Works participating as Founding Partners. Each organization was carefully selected based on significant ties and experience with community engagement and technical knowledge of green infrastructure maintenance. When creating PowerCorps Camden, we identified critical environmental and economic needs. Camden is in great need of economic opportunities for youths ages 18-26 to increase employability. Parallel to the youth economic crisis, Camden is faced with significant environmental concerns including an aged infrastructure resulting in frequent flooding. Stormwater management is critical to the City's economic success and public health, and maintenance of green infrastructure projects is of primary concern for policymakers and leaders. This is where AmeriCorps members are instrumental. Through a strategic collaborative with Camden City and CCMUA, we leveraged evidence-based models from PowerCorps PHL and MillionTrees NYC to meet these documented community needs with outcomes that would provide increased environmental stewardship and increased professional development and job training. Currently, PowerCorps Camden's programmatic outcomes include improved Camden City and Camden County Parks, Clean Parks and Lots: Tons of Materials Collected, and number of economically disadvantaged National Service Participants who secure employment during their serve or within 30 days after finishing the program.

A leader in Camden in green infrastructure development, CCMUA has been a strong partner and provides technical oversight and helps to identify and secure service partners where AmeriCorps members will serve. CCMUA serves as one of the placements for AmeriCorps members. Cooper's Ferry Partnership is an expert in community engagement and planning. Cooper's Ferry ensures that the community and local partner organizations participate in the implementation and support of PowerCorps Camden. Leading the Camden Collaborative Initiative and developing Camden Report, Cooper's Ferry has also been a partner whose goals and objectives of community improvement are aligned with CFS' PowerCorps Camden program.

As Camden has been its only headquarters, Center For Family Services will continue to invest in its partnerships and community engagement for the purposes of sharing critical information with the public and seek opportunities to cultivate new partners if and when applicable.

**d. EJCPS Model**

The EJCPS Model has been a welcomed guide while developing the project with our partners. By extension, this project will serve as a complement to the work Center For Family Services has done in collaboration with our existing partners, and allows us to develop a community engagement plan that is intentional in giving residents a voice to report illegal dumping.

**Issue Identification, Community Vision & Strategic Goal Setting** have already been addressed by many, if not all of our partners. The issue of illegal dumping and the goals around the reduction of waste and blight in and around the City of Camden is the very function of Camden Reports.

With a cross-sector representation of our organizations to support this project, we have successfully accomplished the creation of **a cross-sector, multi-stakeholder partnership** representing environmental stewardship organizations, community-based organizations, community development, law enforcement, education and local government. It is through the project that we will formally **leverage the resources** our partners bring to the table to engage the community in meaningful ways. The **constructive engagement by relevant stakeholders** will take place at bi-monthly convening meetings that will serve to provide a status update of the project for our partners and community leaders. At these meetings, the activities and outputs/outcomes will be discussed and benchmarked using the milestone schedule. This will allow for consistent public accountability to the community and deeper commitment to the engagement and increased utilization of the Camden Reports system. Through this project, we believe that we will be able to connect organizations with the community in a new and exciting way that keeps the message of a cleaner, safer and healthier Camden at the forefront of every resident and organization's mind.

Center For Family Services has served as the backbone agency for significant grants and projects, managing partnerships, timelines and deliverables relevant the award requirements. As the lead applicant for the EJCPS proposal, Center For Family Services, with the support of the aforementioned partners, will ensure compliance regarding **implementation and management** throughout the two-year duration of the project. The project fits well within the model of PowerCorps Camden and provides an opportunity to work in deeper and closer collaboration with other organizations to educate the community, and ourselves, about illegal dumping, its hazardous effects, and the need to be active in its reduction. This process began during the compilation of this proposal, and will evolve should the funding be awarded. For more background related to the internal policies and procedures that will be followed for the administration of this grant, please refer to the Programmatic Capability (4.0) section below.

Of the model elements, our partnership and project will focus on **evaluation, lessons learned and replication of best practices**. While several project partners were involved in the conceptualization of the Camden Reports system, they did not have as active a role in the community engagement aspect of encouraging utilization of the platform, let alone distributing public information regarding illegal dumping. By evaluating this project, we will enable partners to strategically and actively leverage their resources and participation into measureable results which will directly affect the way they engage with the community around illegal dumping in the future. An authentic evaluation process of the project could uncover a need to expand the partnership to include more organizations, provide data that influences the way information is shared with the public, and/or confirm that this demonstration project was effective in making strong connections with community residents through education and empowerment to participate

in the health and safety of their own neighborhoods. Lessons learned would be referenced to determine potential improvements to the Camden Reports system or methods of approaching and addressing the issue of illegal dumping across the city. A goal of the project is to extract best practices from the process, activities and performance of the partners and the community in order to promote and scale this platform in other neighborhoods.

**e. Project Linkages**

The project proposed by Center For Family Services and its partners was developed in support and response to the EPA's draft Strategic Plan 2018-2022. "Increasing transparency, public participation, and collaboration with communities" was selected as the activity most relevant to the demonstration project which will include public education and training in the utilization of the Camden Reports system.

According to the *Draft FY 2018-2022 EPA Strategic Plan – Public Review Draft* (October 2, 2017), this project fits within the content stated in Objective 2.2 – Increase Transparency and Public Participation. The subtext, "listen to and collaborate with impacted stakeholders and provide effective platforms for public participation and meaningful engagement" is aligned with this demonstration project with its focus on connecting partners through active and strategic community engagement activities. Similar to the EPA, the goal of this project is creating not only "tangible environmental results", but also facilitating public participation to elicit a "comprehensive understanding of community needs." Though Camden Reports was implemented in 2013, continued refinement of the access points – mobile app, website, hotline – to meet the needs of the community is a completely viable action to be gleaned from this project and process of education and public response. Since the launch of the initial pilot phase, Camden Reports has had some early reporting success in certain areas, but has not been formally promoted as a reporting application in conjunction with public education or outreach campaign. Camden Reports has also not been connected with such a clearly aligned resource such as PowerCorps that can immediately clean the sites as well as engage law enforcement for further prevention. Like the EPA, Center For Family Services is acting as a convener of collaborators and partners and will provide opportunities (town halls, community events, school presentations, etc.) for meaningful interactions with the community for focused outreach and education on illegal dumping and identifying each organization's role in the process to establish trust that once reported, the instance of illegal dumping will be appropriately addressed in a timely manner.

Secondarily, this project is also linked to Objective 3.1 – Compliance with the Law. Camden Reports is directly connected with the Camden County Police Department with regard to the enforcement of environmental laws to correct noncompliance and promote cleanup of contaminated sites. According to the EPA's introduction to this objective, "noncompliance with those laws diminishes shared prosperity and unfairly tilts the field of economic competition in favor of those that skirt the law." This is the exact situation experienced by vacant lots and areas within Camden City, as construction-type and other businesses from outside the city and Philadelphia use the community as its dumping site to avoid costs associated with proper material disposal. Increased utilization of Camden Reports is specifically related to the "Strategic Measures" listed: 1) Reduce the time between the identification of an environmental law violation and its correction, and 2) Increase environmental law compliance rate. The project applies to the "Strategies for Achieving the Objective as follows: Civil Enforcement – community engagement and use of Camden Reports; Criminal Enforcement – the platform is connected directly with the Camden County Police Department to ensure enforcement; and

Cleanup Enforcement - PowerCorps Camden, along with partner organizations and other local entities, will work together to ensure cleanup of identified illegal dumping sites in order to create safer spaces and healthier conditions for residents and visitors.

The project and its focus on Camden Reports as the bridge between the community and its effective participation in the reduction of illegal dumping is directly aligned with the Solid Waste Disposal Act, Section 8801(a). Illegal dumping is one of the major blights on Camden City Parks and conserved lands. The trash dumped either builds up on solid ground making the park unusable or is washed away into the storm inlets and/or the local waterways. In the majority of cases, Camden's Department of Public Works reports that many illegal dumpers are coming from outside the city, and even outside the state of New Jersey from neighboring Philadelphia to dump construction debris, household material, and larger appliances. As PowerCorps members conduct regular clean ups of the parks, conserved lands, and waterways over the course of a year will result in many tons being extracted, sorted, and delivered to trash and recycling facilities within the city. A regular count of the tons of material captured and the number of tons of material recycled will be tracked throughout the year. Recycled material will be diverted to local recycling facilities or creatively reused onsite. These outputs and outcomes will be measured through an ongoing count of the tonnage of materials collected in the park and the amount diverted to recycling facilities or reused onsite.

f. **Partner and Collaborate**

For many years, Center For Family Services has been a convener of and participant in impactful partnerships to address issues and concerns plaguing Camden and its residents. Being a thoughtful and active steward of the city's environment, our PowerCorps Camden program provided an opportunity to work more closely and collaboratively with many of the partners discussed below on the issue of not only improving the physical landscape of the community, but also supporting economic development and engaging opportunity youth in employment and training around green infrastructure and other environmental areas.

Critical to the success of the project and the long-term vision of neighborhood transformation is authentic and active resident engagement. To implement solutions that can drive sustainable change on a large scale, youth, families, and other neighborhood residents will continue to have multiple opportunities for leading, owning, and contributing to the effectiveness of the project and reduction of illegal dumping. Partners and residents will determine community priorities, identify real-time trends occurring within the neighborhood, discuss what services really work, and strategize how residents take and sustain an active role in keeping Camden rising.

To accomplish this, Center For Family Services is firmly committed to setting a broad table that includes a variety of stakeholders from across Camden who are dedicated to eradicating illegal dumping and active members in creating a brighter, cleaner and healthier future for the community. Only Cooper's Ferry Partnership will receive a subaward through this project.

**Camden Collaborative Initiative** (Nonprofit Organization) leads the City of Camden's illegal dumping efforts. The Collaborative has facilitated multiple efforts to address illegal dumping citywide such as developing Camden Reports, facilitating community outreach, and coordination of diverse and strategic partnerships to address dumping. The Collaborative was launched in 2013 with the support of Cooper's Ferry Partnership, Camden County Municipal Utilities Authority, New Jersey Department of Environmental Protection, and the United States Environmental Protection Agency, launched the Camden Collaborative Initiative. The Collaborative is building upon the success of environmental initiatives underway, made possible

by the efforts and resources of multiple partners that have come together to address the complex environmental issues present in the City. The Camden Collaborative Initiative was formed to realize the many opportunities to maintain, restore, and enhance the environmental resources in the city. As a partner, the Collaborative will support the project by sharing new locations of dumping hotspots as reported through Camden Reports, assist with outreach to community members, and work in partnership on the related marketing campaign.

Camden Reports is a web based application developed by the partners of the Camden Collaborative Initiative (CCI) as a tool to better engage with City residents. Camden Reports was developed to provide residents and visitors of Camden City with an opportunity to anonymously report environmental injustices such as illegal dumping and combined sewer flooding. Local stakeholders, through the CCI, will analyze and address information submitted through Camden Reports. Partners of the CCI need help from Camden residents to address environmental injustices here in the City of Camden. Camden Reports provides Camden residents with the opportunity to become engaged. Illegal dumping and flooding were chosen as the first two environmental infractions to track due to the associated negative impact on the quality of the life for Camden residents.

**Camden County Municipal Utilities Authority (CCMUA – Utility)** is committed to protecting water quality, odor minimization, cost efficiency, minimizing carbon footprint, and community service. They are committed to being a responsible steward of our natural resources and continually improving the sustainability of its operations. As part of its dedication to community services, CCMUA has been a strong partner of Center For Family Services and top supporter of the PowerCorps Camden program. Through this overwhelmingly positive partnership over the last three years, the PowerCorps program has proven successful relative to the amount of environmental improvement outcomes that have resulted from the dedicated work of its members. As an integral member of the collaboration that produced the Camden Reports system, the CCMUA will continue to support the Center for Family Services and PowerCorps, as well as help spread awareness of the Camden Reports system through the community of Camden, which is so harmfully affected both economically and environmentally by illegal dumping.

**Camden County Police Department (CCPD – Law Enforcement Agency)** formed in 2013 and is the primary law enforcement agency for the City of Camden. It is the successor to the City of Camden Police Department. The CCPD has a remarkable presence within the 9-mile radius of Camden. The Center For Family Services has a long-standing professional relationship with the leadership, officers and staff of the CCPD. The CCPD will support the project by sharing new locations of illegal dumping hotspots with partners as they arise, pursuing offenders, and installing and reviewing cameras to curb illegal dumping activity.

**Camden Greenways, Inc.'s** (CGI – Nonprofit Organization) mission is to advocate for, and participate in, the development and stewardship of the Camden Greenway and public open space throughout the City of Camden. Their vision is to bring various positive assets to Camden through the Greenway such as: safe and easy links to city and county destinations, public open space, economic development, environmental education, beautification, water quality and economic benefits. Camden Greenways, Inc. started operation in 1993 as the Camden Greenways Working (CGWG), bringing together three neighborhoods in Camden that shared concerns about open space issues, particularly the status of land along the Delaware and Cooper Rivers. In its time, CGWG has facilitated important policy changes with the City of Camden, including the creation of a Camden Greenways Masterplan that was incorporated into the City's

Master Plan, which was later converted into the City's zoning ordinance, creating two new conservation districts. Following the zoning changes, Camden Greenways, Inc. incorporated in March 2000 as a not-for-profit organization with a new structure and membership guidelines.

**Camden Lutheran Housing** (CLHI – Nonprofit Community Based Organization) is a non-profit, community based organization whose mission is to rehabilitate and newly construct housing in the City of Camden for low and moderate-income individuals and families. In recent years, CLHI has expanded to include community initiatives that revitalize the greater neighborhood in accordance with the North Camden Neighborhood Plan, a blueprint for action in North Camden. These programs include the resident-based *Block Supporter Initiative* to reduce trash and beautify streets, *Decorative Board-Up* to stabilize and decorate derelict abandoned homes, and *Change the Message* to spread positivity and resource sharing on North Camden billboards. CLHI will provide meeting space and support outreach efforts for the project.

**City of Camden's** (Local Government) mission of the City of Camden is to serve and build Camden's diverse community by effectively, efficiently, and equitably enhancing residents' quality of life; attracting private investment; stimulating growth city-wide; and delivering services with a commitment to excellence. Its vision is to transform Camden into a city that is linked to its people by responsive service systems, state of the art technology and accountable decision making processes. The City of Camden has been a strong and longtime partner of the Center For Family Services and will support the project through general support, meeting venues, and leveraging resources to aid in eliminating illegal dumping throughout the city.

**Cooper's Ferry Partnership** (CFP - Economic Development Corporation) is the result of the combined Cooper's Ferry Development Association and Greater Camden Partnership in 2011. Cooper's Ferry Development Association (CFDA) was founded in 1984 as a private, non-profit corporation dedicated to coherently planning and implementing high-quality urban redevelopment projects in order to help replenish Camden's depleted tax base and to create a significant number of jobs for city residents. From 1984 until 2000, CFDA worked to fulfill its mission by concentrating solely on the redevelopment of Camden's downtown waterfront. Serving as overall planner, promoter, and master developer, CFDA has attracted and coordinated more than \$600 million of private and public investment to the Camden Waterfront. With this focused approach, CFDA has successfully put in place the building blocks for a vibrant, mixed-use waterfront community, which is anchored by family entertainment venues, office buildings & residential lofts. Most recently, CFDA has partnered with neighborhood groups and residents throughout Camden in the planning and implementation of community driven plans.

Greater Camden Partnership (GCP) was formed in 2001 to bring together leaders from the private, public and non-profit sectors to promote the revitalization of the City of Camden. Soon after its inception, the stakeholders of GCP devised the Downtown Camden Strategic Development Plan, which established the blueprint for anchor institution-led development in Camden. Since that time, GCP has been implementing this strategy through a targeted five-part model: clean and safe streets; vibrant commercial corridors; stable neighborhoods; vibrant arts and culture; and human capital programming that builds capacity among Camden's residents. To that end, GCP's project portfolio has included the establishment of a downtown business improvement district "clean and safe" program; development of several large transit-oriented real estate projects, a vacant-lot greening and maintenance initiative, public-space arts programming, corridor marketing/retail attraction, and local sourcing initiatives. In February 2011, Cooper's Ferry Development Association (CFDA) merged with Greater Camden Partnership (GCP). Together, CFDA and GCP united as one organization that continues to

establish public and private partnerships to effect sustainable economic revitalization and promote Camden as a place in which to live, to work, to visit and to invest.

**New Jersey Department of Environmental Protection** (NJDEP – Government) was established on America’s first official “Earth Day” on April 22, 1970. New Jersey became the third state in the country to consolidate its past programs into a unified major agency to administer aggressive environmental protection and conservation. NJDEP’s role is to manage natural resources and solve pollution problems. In what started with about 1,400 employees in five divisions, NJDEP now has a staff of approximately 2,900 and is a leader in the country for its pollution prevention efforts and innovative environmental management strategies.

Given the enormity of the State’s illegal dumping environmental and financial impacts, NJDEP has been extremely supportive of PowerCorps Camden and its critical role in the cleanup efforts in and around Camden City. For purposes of the demonstration project, NJDEP will provide staff time, enforcement resources and technical support to achieve mutual goals of eliminating illegal dumping in Camden.

**South Jersey Land & Water Trust** (SJLWT – Nonprofit Organization) works to preserve and protect farmland, open space and critical habitats within several counties in South Jersey. In addition, SJLWT assists land owners and municipalities in the often complicated farmland and open space preservation process. SJLWT is a 501(c)(3) nonprofit organization whose mission is to preserve and protect the land and water resources of southern New Jersey – maintaining and enhancing the natural, cultural, and historic heritage of the region. The organization works in five major areas: Actively conducting land preservation projects; Planning and carrying out habitat protection, remediation, and restoration projects; Gathering data on area waterways to increase knowledge of their condition and water quality; Providing education to the public and to teachers and schools; and Serving an advocacy role on land and water protection issues

SJLWT provides a voice for the citizens of southern New Jersey in protecting and maintaining clean water and open spaces. The Trust works to focus attention on the value of the region’s watersheds – our land and water, promote greater understanding of their fragility, and be alerted to threats to their environmental health. As a partner, South Jersey Land and Water Trust anticipated role is that of cleanup organizer. The Trust will organize and manage the cleanups and removal of trash and also conduct a nature walk after each cleanup.

## **2.0 Project Activities / Milestone Schedule / Detailed Budget Narrative**

During the two-year grant period, the demonstration project will include strategic community engagement and outreach activities to guide the completion of program objectives.

- 1) Throughout the proposal, CFS and our partners will train PowerCorps Camden members on Camden Reports and prepare them with speaking points to connect with the community at events and presentations. Residents of Camden are often expected to deal with environmental and public health hazards, such as the flooding of neighborhoods with raw sewage, but are not educated on why it happens or how environmentally conscious practices can help mitigate these hazards. PowerCorps members will be required to participate in an on-going series of in-person educational trainings specific to Camden’s real and specific environmental conditions. Learning objectives for each training will range from stormwater management to illegal dumping to recycling to park and open space maintenance and will focus on knowledge exchange as well as how to manage behavior in order to live sustainably. Each of the four PowerCorps cohorts will be trained over the two-year award period. Cohorts begin in May and November.

- 2) The PowerCorps Camden members will perform cleanup of illegal dumping sites, both those known and awaiting cleanup, and those that may be reported through Camden Reports throughout the duration of the demonstration project.
- 3) Promotional and educational materials focused on the instances and hazardous effects of illegal dumping will be developed and distributed to community residents to support the demonstration project. Materials will include flyers/rack cards, brochures, and branded giveaway items for distribution at meetings and events.
- 4) As part of the demonstration project, the partnership will create an advocacy campaign, including PSAs and videos. The existing Camden Reports video was made with the generous support of the EPA, which was also a core team partner for the Camden Collaborative Initiative, and assists with general support for its seven working groups. Support for this project will provide for a second and updated instructional and community-focused video.
- 5) Throughout the course of the project, the collaborative partnership will host interactive community events focused on public information regarding illegal dumping and instruction regarding Camden Reports, engaging them to participate in keeping Camden beautiful, safe and clean for residents, workers, and visitors. Ideally, events would be held once per quarter, from meeting to community events. Town halls would be planned with supportive partners in the community (with donated meeting space from partners) focused on the dangers (especially health-related) of illegal dumping and the ease of using the Camden Reports mobile app or website to advise authorities of instances of dumping.
- 6) Organizations and entities participating in the collective partnership will be invited to convening meetings to review the demonstration project, discuss outreach activity planning, milestones and review timeline to ensure completion of stated outputs and outcomes.

### **Itemized Budget Sheet / Budget Narrative**

The Itemized Budget Sheet is attached as requested detailing of the use of the \$120,000 in award funding includes the required categories as related to the two-year grant term. The budget reflects \$43,600 in personnel costs and \$14,388 in fringe benefits related to management of the demonstration project and PowerCorps program. Travel costs of \$370 are related to the Project Manager, PowerCorps Camden staff and members attending meetings and traveling to clean up sites. The budget identifies \$20,000 in costs for supplies, including technology to support presentations and demonstrations to engage and train the community, as well as materials for the PowerCorps Camden to perform cleanup tasks identified by partners and Camden Reports. The total for the "Other" category is \$41,642, which includes sub-award funding in the amount of \$10,000 to Cooper's Ferry Partnership for its support related to Camden Reports maintenance and the involvement of Caroline Gray to work with the Project Manager and facilitate partner convenings, as well as costs related to marketing materials, event-related costs and the promotional video.

### **3.0 Environmental Results – Outputs, Outcomes, and Performance Measures (Logic Model)**

Performance measures, including the activities, outputs and outcomes related to the proposed project are provided in the attached Logic Model and briefly referenced in this narrative. By engaging in our project strategies, the collective partnership intends to produce the following project outputs by the end of the two-year project period:

US EPA- Environmental Justice Collaborative Problem-Solving (EJCPS) Cooperative Agreement  
Center For Family Services - Camden, New Jersey

- 1) As part of their service, 100 unduplicated PowerCorps Camden Environmental Ambassadors (four cohorts of 30 members each, accounting for renewed service terms) will receive training and gain transferrable skills including public speaking, community organizing, and environmental advocacy as part of the program. Members will receive specific training around the purpose, process, implementation and information collection/outcomes in order to effectively educate the community to engage with Camden Reports and increase overall utilization.
- 2) At least 1,000 Camden residents will learn about Camden Reports through flyers and other outreach efforts, including outreach and materials and community events throughout the year.
- 3) At least 250 community youth will learn about illegal dumping through presentations at community events or in other venues.
- 4) 10 partner meetings and/or conference calls to update participating organizations about the status of the demonstration project and milestone attainment.

Our project will have a significant impact on Camden's ability to assess and mitigate instances of illegal dumping through PowerCorps Camden with specific measurable outcomes including:

- 1) 80% of individuals who take part in a workshop/take a pre/post survey will report an increase in knowledge about Camden's illegal dumping issue and the process of using the Camden Reports application.
- 2) Camden city residents will begin to use the Camden Reports Application, with usage increasing quarterly through the end of the grant period.
- 3) Evaluation and reporting of the number of tons of illegal dumping waste and acreage cleaned by PowerCorps members during the grant term.
- 4) PowerCorps members who become ambassadors will take a vested interest in the area flooding and promote the use of the application even outside of workshop settings.
- 5) During and after the project period, the increased usage of the Camden Reports application will result in the local authorities becoming more vigilant and in turn addressing the illegal dumping concerns of residents more effectively.

### **Performance Measurement Plan**

In order to evaluate this program, community members attending meetings and/or events pre and post event survey that measures their increase in knowledge of illegal dumping and the impact and importance of using the Camden Reports system. The results will be compiled and reviewed by the collective partnership, including PowerCorps Camden members and their supervisors. The use of the Camden Reports application will also be measured periodically by Cooper's Ferry Partnership throughout the grant period to look for increases in its use. In addition, those participating as facilitators (PowerCorps Camden members/alumni) will be asked to assess and report the impact the program has on them regarding increases in understanding of the training process, confidence as a trainer, and knowledge of environmental stressors and solutions to stormwater and watershed health and sustainability.

The trainings will be targeted to generate two outcomes: 1) an increase the knowledge of the PowerCorps members regarding environmentally conscious practices, and 2) a change to their own behavior to better protect the environment. Additionally, these trainings will educate PowerCorps members in how best to communicate this new knowledge regarding environmental stewardship to their community in order to facilitate a larger, neighborhood-wide behavioral

change to protect the environment. These outputs and outcomes will be measured through a count of PowerCorps members that participate in the trainings, pre- and post-tests to measure change in knowledge, and surveys to assess a change in behavior of the participants. Tests and surveys will be administered and collected during both years of the grant.

#### **4.0 Programmatic Capability**

Center For Family Services hires and oversees all management staff for PowerCorps Camden, and the Chief Operating Officer and Associate Vice President provide program oversight. Staff include: 1) Program Director -- manages program staff and daily responsibilities for all program activities including reporting; 2) 3 Crew Leaders -- each supervises a team of 10 members and helps facilitate member trainings; 3) 3 Assistant Crew Leaders -- Assistant Crew Leaders are members committing to a second service term and demonstrate exceptional leadership; and 4) Social Service/Workforce Development Coordinator -- works with recruitment partner staff to coordinate supportive services for members, enhancing employability with outside organizations for post-PowerCorps opportunities and ongoing life and job skills trainings.

**Kirby Gaherty** will serve in the role of Project Manager for the purpose of this grant. Currently, Kirby is the PowerCorps Camden Program Director and a full time employee with Center For Family Services. Kirby has a Master's degree in Criminology from Saint Joseph's University and over 10 years' experience working in Social Services and Reintegration. Kirby provides supervision to PowerCorps Camden staff and assists in the oversight and encouragement of members. In addition, she is tasked with building and maintaining relationships with local partners to enhance/support the daily service projects and post-program success for members. In her role, Kirby has been responsible for the internal administration and management of grant-related projects pertaining to PowerCorps members, including but not limited to the AmeriCorps funding that supports our members, their participation, outcomes and outputs.

**Jahtieh Postell, Matthew Bennett, and Emmanuel Edmondson** are full time Crew Leaders with PowerCorps Camden/Center For Family Services. Their role is to supervise PowerCorps Camden members during their service terms and promote their success through encouragement, guidance and direction. Jahtieh Postell is a former AmeriCorps member who served with PowerCorpsPHL and has extensive landscaping experience and plant identification skills. Matt Bennett is a permaculture enthusiast who has an engineering background and a wealth of knowledge surrounding gardening and composting. Both Jahtieh and Matt have been with PowerCorps Camden for over a year and have assisted with developing the program and encouraging its members, both past and present. Emmanuel Edmondson is the third full time Crew Leader, having been promoted by Center For Family Services after serving as both an Assistant and Associate Crew Leader with PowerCorps Camden. He has participated as a member in three PowerCorps cohorts. Prior to working with the program, Emmanuel worked at The Ray & Joan Kroc Corps Community Center in Camden as a Program Counselor. He is certified in trauma-informed care and received his OSHA10 industry-recognized credential.

**Caroline J. Gray** is a Project Manager with Cooper's Ferry Partnership (CFP). Caroline joined CFP as an intern in 2013. She became a full-time project manager upon receiving an undergraduate degree in Urban Studies from Rutgers-Camden University in the spring of 2015. Caroline is continuing her education by pursuing a Master of Public Administration also from Rutgers-Camden. At CFP, she is working primarily on the Camden Collaborative Initiative, a

solutions-oriented partnership between governmental, non-profit, private, and community-based agencies formed to plan and implement innovative strategies to improve the environment and the quality of life of Camden's residents. During her time with CFP, Caroline has been personally involved in the PowerCorps Camden program, facilitating training and outreach efforts related to environmental stewardship in the city. Caroline has dedicated numerous hours to ensuring the success of the program and its members, as well as serving as an organizational contact for CFP as a partner in this project and others that are ongoing.

### **Expenditure of Awarded Grant Funds**

The CFO and the Director of Finance is primarily responsible for fiscal and administrative oversight of grant awards. The CFO and the Director of Finance is familiar with management rules, principles, and regulations including the Uniform Administration Requirements, cost principles, and audit requirements for federal awards. The CFO carries 28 years' experience in accounting and auditing, with a degree in accounting and an Executive MBA. The Director of Finance carries 16 years' experience in not-for-profit organizations with a degree in accounting and auditing.

All revenue and expenses for this grant will be maintained in a separate fund code to produce income and expense statement. The organization has established policies and procedures to account for direct program-related expenses and indirect agency-wide expenses (general and administrative).

Center For Family Services, Inc. does have written financial policies and procedures which are reviewed annually during the fiscal audit and by the Finance Committee of the Board. Revisions are made as deemed necessary by the governing Board of Trustees. Topics include: Governance, Staffing, General Accounting, Payroll, Budgeting, Financial Reporting/Invoicing, Financial Planning and Investment Policy, Mortgages-Loans-Line of Credit, Equipment, Cost Allocation Plan, Council on Accreditation Financial Management Standards, and several Miscellaneous topics.

The agency uses a sophisticated accounting software system (Blackbaud – Financial Edge) to produce and track income statement actual expenses against budgeted amounts at the grant and sub-grant level.

The Chief Financial Officer and the Finance Department's Grants Manager maintains oversight of the fiscal portion of all grants and Financial Edge Accounting software is utilized to manage all grants. The President/CEO, CFO and the Director of Finance report monthly to the Board of Trustees on monthly and YTD expense and revenue analysis, including a cash report, outstanding Account Receivable/Accounts Payable, reporting on other cash accounts and a cash flow statement. The Director of Finance is also responsible for preparing the financial statements for the annual audit conducted by independent Certified Public Accountants. Financial documents are retained for 7 years. Financial documents related to grant funding are retained for 7 years from the date a grant is closed. Our policy complies with federal regulations on Record Retention and Access as outlined in 2 CFR 200.333-337.

Center for Family Services has policies and procedures in place to manage subawards and monitor activities of subrecipients as necessary to ensure that subawards are used for authorized purposes in compliance with laws, regulations, and terms and conditions of the award; and that established subaward performance goals are achieved. Each grantor requires recipients of their funding to comply with the regulations they have adopted. Center for Family Services requires all subreceptients to comply with the funders regulations, typically spelled out in the grant award or

funding contract with each subrecipient. Each program director or their designee is responsible for ensuring that items they approve, or the request for payment of goods and services to be paid for with funding from their programs, are necessary, reasonable and allowable according to the regulations for the funding source being charged.

### **5.0 Past Performance**

A list of federally funded assistance agreements (not inclusive of Federal contracts) similar in size, scope and relevance to the proposed project that Center For Family Services has performed within the last three years includes the following grants, all of which are currently in progress:

- **ACF/OTIP: SERV of Human Trafficking (Look Beneath the Surface Initiative)**  
Project Period: 9/30/17 – 9/29/20 / Budget Period: 9/30/17 – 9/29/18 (\$208,132)
- **ACF-OTIP – Domestic Victims of Human Trafficking**  
Project Period: 9/30/16 – 9/29/19 / Budget Period: 9/30/17 – 9/29/18 (\$220,010);  
9/30/16 – 9/29/17 (\$220,010)
- **Office of Refugee Resettlement – Residential Shelter Services for Unaccompanied Alien Children – Juntos Shelter Program**  
Project Period: 2/1/17 – 1/31/20 / Budget Period: 2/1/17 – 1/31/18 (\$966,051); 2/1/18 – 1/31/19 (pending approval)
- **DHHS CMS – Navigators in Federally-facilitated and State Partnership Marketplaces**  
Project Period: 9/2/15 – 9/12/18 / Budget Period: 9/13/17 – 9/12/18 (\$291,995); 9/2/16 – 9/1/17 (\$805,000); 9/2/15 – 9/1/16 (\$805,000)

To date, each of these grants has been well-managed and remained in compliance with all technical and financial reporting. Center For Family Services has a well-versed history of successfully completing grant reporting requirements for federal, state and local grants, including private foundation funding.

Center For Family Services has never been awarded funding from the EPA to support a project in Camden, New Jersey. However, several of our partners have been EPA grantees for various projects. The organization has an infrastructure that ensures timely submission of reporting and internal management of project activities and careful expenditure of funds with a comprehensive team consisting of executive leadership, finance, grants management, and program staff. Center For Family Services has served as the backbone agency for collaborative grants, including current management of a US Department of Education Promise Neighborhood Grant totaling \$30 million over five-years, awarded in 2016. That award includes a collective impact partnership of nearly 30 partners with semi-annual and annual detailed reporting requirements.

### **6.0 Quality Assurance Project Plan (QAPP) Information**

Based on the Quality Assurance Project Plan Requirement (QAPP) checklist in Appendix G of the Request for Proposals, this project will not require the completion of a QAPP should Center For Family Services be selected for funding.

Center For Family Services  
EJCPS Budget Detail

Not responsive as per agreement with requester



US EPA- Environmental Justice Collaborative Problem-Solving (EJCPS) Cooperative Agreement  
Center For Family Services – Camden, New Jersey

**EJCPS Logic Model Template for Performance Measures/Milestones**  
**Community Engagement Partnership to Reduce Illegal Dumping in Camden**

	Resources/Inputs	Activities	Outputs	Outcomes
<b>Sept. 1, 2018 – Feb 1, 2019</b>	<ul style="list-style-type: none"> <li>PowerCorps Camden Staff &amp; Member Time</li> <li>Collaborative Partnership Members</li> <li>Community Residents</li> </ul>	<ul style="list-style-type: none"> <li>Convene partners and hold bi-monthly meetings to review demonstration project progress</li> <li>Provide illegal dumping and Camden Reports training to first PowerCorps Camden Cohort in Nov. 2018</li> <li>Host first Community Town Hall event to begin</li> <li>PowerCorps Camden members conduct illegal dumping site cleanups</li> </ul>	<p>Create platform for community conversation and public information at Town Hall</p> <p>At least two collective partnership meetings</p> <p>Conduct pre/post surveys</p> <p>Draft marketing materials</p>	<p>Increase # of Camden residents receiving information about illegal dumping and Camden Reports</p> <p>Increase # of PowerCorps Camden members trained in illegal dumping and Camden Reports</p>
<b>Sept. 1, 2018 – Sept. 1, 2019</b>	<ul style="list-style-type: none"> <li>PowerCorps Camden Staff &amp; Member Time</li> <li>Collaborative Partnership Members</li> <li>Community Residents</li> </ul>	<ul style="list-style-type: none"> <li>Print and distribute promotional materials through PowerCorps members</li> <li>Host at least three Town Hall and/or outdoor community events with vendors and activities within year one</li> <li>Hold partner convenings to review demonstration project progress</li> <li>Prepare PSA and promotional video regarding illegal dumping</li> <li>Provide illegal dumping and Camden Reports training to first PowerCorps Camden Cohort in May 2019</li> <li>PowerCorps Camden members conduct illegal dumping site cleanups</li> </ul>	<p>Distribute promotional video to media, partners and local organizations</p> <p>At least 5 partnership convening meetings held within the first year</p> <p>Create “annual report” one pager to the community to promote their learning</p> <p>Conduct pre/post surveys</p>	<p>Increase in active utilization of Camden Reports by community residents</p> <p>Increase # of PowerCorps Camden members trained in illegal dumping and Camden Reports</p> <p>Increase in tonnage of illegal dumping waste collected/areas cleaned up</p>
<b>Sept.1, 2019 – Feb. 1, 2020</b>	<ul style="list-style-type: none"> <li>PowerCorps Camden Staff &amp; Member Time</li> <li>Collaborative Partnership Members</li> <li>Community Residents</li> </ul>	<ul style="list-style-type: none"> <li>Engage youth residents in community events with interactive presentations and empowerment opportunities</li> <li>Host community event with updated presentation content</li> <li>PowerCorps Camden members conduct illegal dumping site cleanups</li> <li>Hold partner convenings to review demonstration project progress</li> <li>Provide illegal dumping and Camden Reports training to first PowerCorps Camden Cohort in Nov. 2019</li> </ul>	<p>At least two collective partnership meetings</p> <p>PowerCorps Camden member training</p> <p>Create opportunities for targeted youth engagement in illegal dumping and reporting</p>	<p>Increase in active utilization of Camden Reports by community residents</p> <p>Increase # of PowerCorps Camden members trained in illegal dumping and Camden Reports</p>
<b>Sept. 1, 2019 – Sept. 1, 2020</b>	<ul style="list-style-type: none"> <li>PowerCorps Camden Staff &amp; Member Time</li> <li>Collaborative Partnership Members</li> <li>Community Residents</li> </ul>	<ul style="list-style-type: none"> <li>Hold partner convenings to review demonstration project progress</li> <li>Large-scale community engagement activity to culminate demonstration project with media</li> <li>Host at least three Town Hall/community engagement and public information events</li> <li>Hold final convening and create report to the community</li> <li>Provide illegal dumping and Camden Reports training to first PowerCorps Camden Cohort in May 2019</li> <li>PowerCorps Camden members conduct illegal dumping site cleanups</li> </ul>	<p>Reach 250 community youth to promote illegal dumping</p> <p>Reach a two-year total of 1,000 community residents receiving illegal dumping information</p> <p>At least 5 partnership convening meetings held within the first year</p>	<p>Increase in active utilization of Camden Reports by community residents</p> <p>Increase # of PowerCorps Camden members trained in illegal dumping and Camden Reports</p> <p>Increase in tonnage of illegal dumping waste collected/areas cleaned up</p>

## EPA KEY CONTACTS FORM

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# EPA KEY CONTACTS FORM

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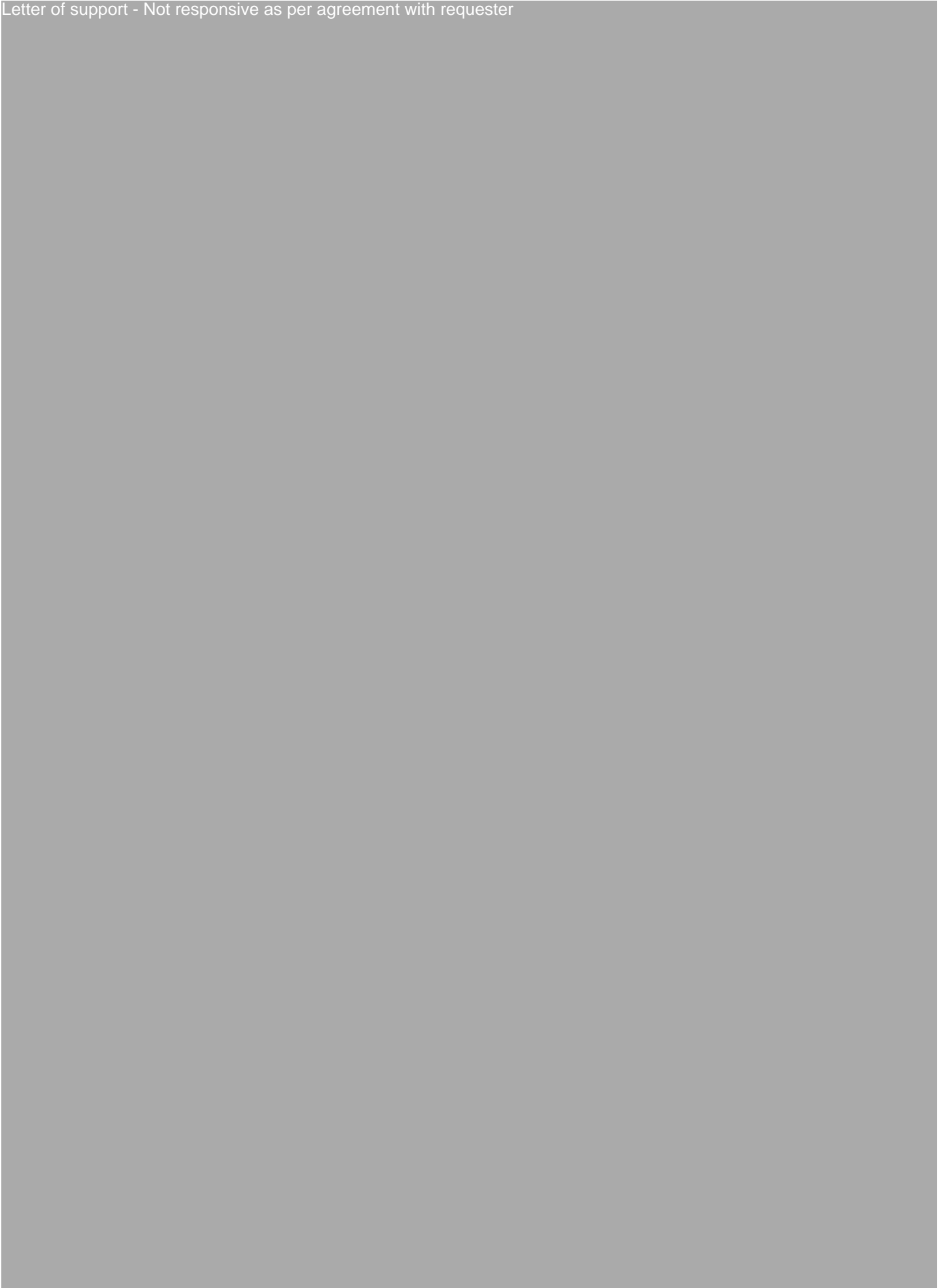


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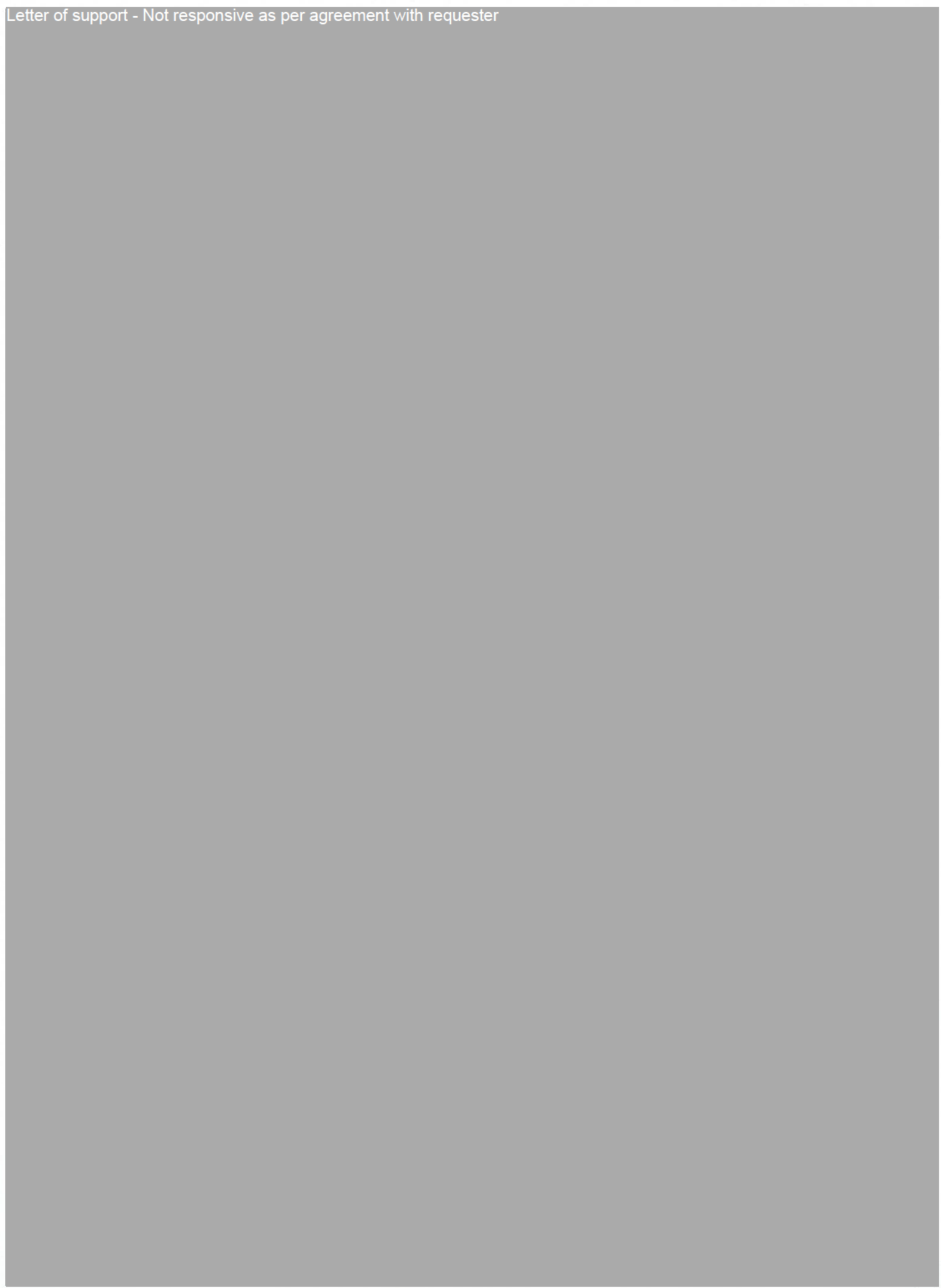


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INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

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## Other Attachment File(s)

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## Project Narrative File(s)

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